

Message

**From:** Ross, Mary [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=98359CD1F66F46EC91D327E99A3C6909-ROSS, MARY]  
**Sent:** 3/14/2016 8:32:12 PM  
**To:** Vandenberg, John [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=dcae2b98a04540fb8d099f9d4dead690-Vandenberg, John]; Gatchett, Annette [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=f12d699a71f84e21bddbb876dae7f96c-Gatchett, Annette]; Johnson, Craig [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=03791fcad0ff44efb9ea261e0b0b7ccc-Johnson, Craig]; Flowers, Lynn [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1a4411c874d041b9a8badfc32b91bd70-Flowers, Lynn]; Frithsen, Jeff [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=e3743bd6f3c345baaae407c1d6f78e92-FRITHSEN, JEFF]; Cogliano, Vincent [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=51f2736376ac4d32bad2fe7cfef2886b-Cogliano, Vincent]; Perovich, Gina [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6e3c19d7f4db41bfa2477aa27ad83945-Perovich, Gina]; Bussard, David [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cf26b876393e44f38bdd06db02dbbfe5-Bussard, David]; Hagerthey, Scot [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=40321ee06f2848b89f820d4a230cfde7-Hagerthey, Scot]; Walsh, Debra [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d4fd965338fc4d449c2954945c41de46-Walsh, Debra]; Saint, Chris [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=b85c2ad71ca8454f86716fd3eb8fc888-Saint, Christopher]  
**CC:** D'Amico, Louis [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=78a91f83c4414910be286efe02004dbc-D'Amico, Louis J.]  
**Subject:** RE: Transmittal notification: 16-A-OPAR-000075 - FY 2016 ORD Strategic Review - response requested by March 14  
**Attachments:** Strat Review NCEA 3-14.docx

Sorry, I can't believe it's 4:30 already, I meant to send this earlier. (I've spent a lot of today talking about furniture and other move-related things.)

## Deliberative Process / Ex. 5

Quick review, anyone? I need to send this today. Thanks!

**From:** Ross, Mary  
**Sent:** Monday, March 14, 2016 11:02 AM  
**To:** Vandenberg, John <Vandenberg.John@epa.gov>; Gatchett, Annette <Gatchett.Annette@epa.gov>; Johnson, Craig <Johnson.Craig@epa.gov>; Flowers, Lynn <Flowers.Lynn@epa.gov>; Frithsen, Jeff <Frithsen.Jeff@epa.gov>; Cogliano, Vincent <cogliano.vincent@epa.gov>; Perovich, Gina <Perovich.Gina@epa.gov>; Bussard, David <Bussard.David@epa.gov>; Hagerthey, Scot <Hagerthey.Scot@epa.gov>; Walsh, Debra <Walsh.Debra@epa.gov>; Saint, Chris <Saint.Chris@epa.gov>  
**Subject:** RE: Transmittal notification: 16-A-OPAR-000075 - FY 2016 ORD Strategic Review - response requested by March 14

## Deliberative Process / Ex. 5

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**From:** Vandenberg, John

**Sent:** Friday, March 11, 2016 3:07 PM

**To:** Ross, Mary <[Ross.Mary@epa.gov](mailto:Ross.Mary@epa.gov)>; Gatchett, Annette <[Gatchett.Annette@epa.gov](mailto:Gatchett.Annette@epa.gov)>; Johnson, Craig <[Johnson.Craig@epa.gov](mailto:Johnson.Craig@epa.gov)>; Flowers, Lynn <[Flowers.Lynn@epa.gov](mailto:Flowers.Lynn@epa.gov)>; Frithsen, Jeff <[Frithsen.Jeff@epa.gov](mailto:Frithsen.Jeff@epa.gov)>; Cogliano, Vincent <[cogliano.vincent@epa.gov](mailto:cogliano.vincent@epa.gov)>; Perovich, Gina <[Perovich.Gina@epa.gov](mailto:Perovich.Gina@epa.gov)>; Bussard, David <[Bussard.David@epa.gov](mailto:Bussard.David@epa.gov)>; Hagerthey, Scot <[Hagerthey.Scot@epa.gov](mailto:Hagerthey.Scot@epa.gov)>; Walsh, Debra <[Walsh.Debra@epa.gov](mailto:Walsh.Debra@epa.gov)>; Saint, Chris <[Saint.Chris@epa.gov](mailto:Saint.Chris@epa.gov)>

**Subject:** RE: Transmittal notification: 16-A-OPAR-000075 - FY 2016 ORD Strategic Review - response requested by March 14

Mary,

Very nice job.

# Deliberative Process / Ex. 5

John

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**From:** Ross, Mary

**Sent:** Friday, March 11, 2016 1:14 PM

**To:** Gatchett, Annette <[Gatchett.Annette@epa.gov](mailto:Gatchett.Annette@epa.gov)>; Johnson, Craig <[Johnson.Craig@epa.gov](mailto:Johnson.Craig@epa.gov)>; Flowers, Lynn <[Flowers.Lynn@epa.gov](mailto:Flowers.Lynn@epa.gov)>; Frithsen, Jeff <[Frithsen.Jeff@epa.gov](mailto:Frithsen.Jeff@epa.gov)>; Cogliano, Vincent <[cogliano.vincent@epa.gov](mailto:cogliano.vincent@epa.gov)>; Perovich, Gina <[Perovich.Gina@epa.gov](mailto:Perovich.Gina@epa.gov)>; Bussard, David <[Bussard.David@epa.gov](mailto:Bussard.David@epa.gov)>; Hagerthey, Scot <[Hagerthey.Scot@epa.gov](mailto:Hagerthey.Scot@epa.gov)>; Vandenberg, John <[Vandenberg.John@epa.gov](mailto:Vandenberg.John@epa.gov)>; Walsh, Debra <[Walsh.Debra@epa.gov](mailto:Walsh.Debra@epa.gov)>; Saint, Chris <[Saint.Chris@epa.gov](mailto:Saint.Chris@epa.gov)>

**Subject:** FW: Transmittal notification: 16-A-OPAR-000075 - FY 2016 ORD Strategic Review - response requested by March 14

Hi everyone. Here's a draft for "over the transom" issues. I'm leaving the directions and template on the email too; my file has "NCEA" in the name. Comments?

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**From:** ORD-Transmittals@epa.gov [<mailto:ORD-Transmittals@epa.gov>]

**Sent:** Tuesday, March 08, 2016 5:08 PM

**To:** ORD-Mgmt-Council <[ORDMgmtCouncil@epa.gov](mailto:ORDMgmtCouncil@epa.gov)>

**Cc:** Hyman, Julie <[Hyman.Julie@epa.gov](mailto:Hyman.Julie@epa.gov)>; ORD-NPD-Support <[ORDNPDSupport@epa.gov](mailto:ORDNPDSupport@epa.gov)>; ORD-POS-Directors <[ORDPOSDirectors@epa.gov](mailto:ORDPOSDirectors@epa.gov)>; ORD-OPARM <[ORDOPARM@epa.gov](mailto:ORDOPARM@epa.gov)>

**Subject:** Transmittal notification: 16-A-OPAR-000075 - FY 2016 ORD Strategic Review - response requested by March 14

## ORD ACTION TRANSMITTAL

Transmittal Subject:	FY 2016 ORD Strategic Review - response requested by March 14
Response Due Date:	03/14/2016

Contact Organization: OPARM

## Background Information

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The goal of the FY 2016 strategic review is to: assess enterprise-wide progress and risks under our FY 2014-2018 Strategic Plan; look beyond successes to assess the risks and challenges we face, and; identify our biggest concerns and what we need to do to address them.

Programs and LCOs are each asked to propose 1-2 challenges/concerns: the Agency is looking for a few high-level risks (the things that “keep you up at night”). These should be actionable items- not risks related to needing more funding- and can be organizational in nature (*e.g.* lab facilities) or programmatic (*e.g.* IRIS).

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## Analysis

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OCFO has restructured its strategic review and management integrity processes in response to the growing, government-wide emphasis on enterprise risk management. As part of these efforts, ORD is to complete a strategic review and report results to OCFO by April 15. Note that this process is aligned to FMFIA but with an earlier timeline. OPARM will work collaboratively to avoid duplication with the FMFIA process.

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## Action/Instruction for Response

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**By March 14th, Programs and LCOs should each submit 1-2 challenges/concerns, keeping in mind the attached Strategic Review Word template and providing key details when possible.** We will then work with senior leaders to review your submissions and identify a total of 3-5 challenges/concerns that will be more fully developed and submitted to the Agency for ORD's Strategic Review. Please email responses to Julie Hyman, Dale Pahl, Eric Burman, and David Piantanida.

See the attached guidance for more information, including a timeline. Please contact Julie Hyman ([hyman.julie@epa.gov](mailto:hyman.julie@epa.gov) or 202-564-2878) with questions or concerns.

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Point of Contact:	Julie Hyman [ <a href="mailto:Hyman.Julie@epa.gov">Hyman.Julie@epa.gov</a> ]
Phone:	202-564-2878
ID:	16-A-OPAR-000075
Fiscal Year:	2016

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